



The 2005 Army Acquisition Workforce Conference

Cynthia D. Hermes

"The Army has the best acquisition workforce in the world. I challenge each workforce member to embrace transformation initiatives and to offer ideas and solutions to ensure dominance by our #1 priority — the Soldier. Remember, it's people who make the Army and this country great. You make a difference."*

Claude M. Bolton Jr.

Army Acquisition Executive (AAE)

LTG Yakovac hosts the 2005 AAWC in Orlando, FL. "The Army must grow its future leaders to be able to handle the new challenges and complexities," he remarked. "With the emphasis on multifunctionality, the leaders we grow must be decathletes." (All U.S. Army photos for this article by Doug Schaub.)

"Transforming the Organizations, Leaders and Workforce of Tomorrow" was the theme for this year's Army Acquisition Workforce Conference (AAWC), held Feb. 28 - Mar. 3, 2005, in Orlando, FL. The "invitation-only" conference was sponsored by the U.S. Army Acquisition Support Center (ASC) and hosted by LTG Joseph L. Yakovac Jr., Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT).

Master of Ceremonies Laurie Porras, ASC Southern/Western Region Team Leader and Acquisition Career Manager (ACM), began the formal events with administrative remarks and ASC's Tammy Hughes, National Capital Region Career Management Support Specialist, sang the National Anthem. ASC Director/Deputy Director Acquisition Career Management COL Genaro J. Dellarocco provided welcoming remarks and stated that the conference's mission was to provide change leadership training, invest in ourselves as true agents, share strategic vision, exchange information, propose solutions and conduct course corrections on personnel and professional development policy.

With the sound of Sheryl Crow's "A Change Will Do You Good" in the background, ASC 51C Propensity Officer MAJ Joy Kollhoff led the Army Acquisition Corps (AAC) Transformation Update Open Forum,



ASC Director COL Genaro J. Dellarocco welcomes more than 170 attendees to the 2005 AAWC.



LTG Yakovac recognizes Randall L. Williams, ASC Acquisition Project Specialist, at the 2005 AAWC.

which briefed the MILDEP's vision for AAC transformation. She discussed the first-year focus and progress made to date, including launching the transformation effort, identifying areas in which to implement immediate change, establishing strategic alliances and developing an operational concept.

Change Leadership

ASC Support Contractor Carl Sublett discussed the difference between change management and change leadership and identified three types of change leadership: developmental, transitional and transformational, which is the type applicable to the AAC.

ASC Support Contractor Quinn Pinckney briefed the "Process of Creating Major Change," identifying eight common errors that can prevent transformation:

- Being complacent.
- Failing to create a guiding coalition.
- Underestimating the power of vision.
- Undercommunicating the vision.
- Permitting obstacles to block the vision.
- Failing to create short-term wins.
- Declaring victory too soon.
- Neglecting to anchor changes.

ASAALT Videoconference

The afternoon sessions began with a videoconference by AAE/ASAALT Claude M. Bolton Jr., who stated, "The Army has the best acquisition workforce in the world. I challenge

each workforce member to embrace transformation initiatives and to offer ideas and solutions to ensure dominance by our #1 priority — the Soldier. Remember, it's people who make the Army and this country great. You make a difference," he concluded.

Johari Window Briefing and Exercise

Following Bolton's address, Sublett provided a "Johari Window Briefing" and discussed homework exercises that attendees completed prior to the conference. The Johari Window serves as a helpful tool in describing the human interaction process. This tool helps individuals learn to communicate more effectively and opens a communication window for giving and receiving information and gaining knowledge.

Change Leadership Ground Truth Session

BG Ed Harrington (U.S. Army, Retired), leading the "Change Leadership Ground Truth Session," remarked that the acquisition workforce enables warfighters to win on the battlefield. He described tools that leaders need such as a personal sense of responsibility to change the way they are and to determine how they can change the way they act for the betterment of their Soldiers. He added that leaders must be clear, lead by example and treat others as they'd like to be treated themselves — with dignity and respect.

In discussing how to deal with resistance, Harrington explained how difficult it is for people to leave their comfort zones. He suggested that leaders must make their people part of the solution process and that there must be more two-way communication. "It's not enough just to have a vision — you must talk with your operators to see if it will work," he concluded.



MAJ Joy Kollhoff, ASC 51C Proponency Officer, introduces the AAC Transformation Update Forum and discusses the AAC transformation program's first-year focus and progress.

Barriers to Change and Cultivating Bridging Leadership

ASC Support Contractor Regina Hamilton presented "Barriers to Change" to assist attendees in understanding how barriers hinder change and how neglecting to address "antibodies" may result in failure. To overcome transformation barriers, leaders must have a clear vision, cultivate continual improvement, show a spirit of shared ownership, be patient and celebrate short-term wins.

Continuing Hamilton's theme, Sublett covered the topic of overcoming barriers to change by "Cultivating Bridging Change Leadership Skills." Bridging brings valued results through collaboration of multiple stakeholders, creates new types of relationships, builds structures using tools that enable organization direction and transformation, creates and allows communication, spans organizational and cultural differences and creates opportunities.

Bridge leadership provides the necessities of bridge building, conquers those obstacles that divide the organization, plans assignment rotations, capitalizes on emerging technology, develops well-rounded leaders, allows continuous information flow and builds trust and coalitions. The bridging conflict resolution and management discussion covered primary causes of conflict, constructive and destructive aspects of conflict and strategies for conflict

resolution through negotiation, mediation, arbitration and adjudication.

ACM Mission Change

Dellarocco concluded the first day's events with an ACM Mission Change briefing. He stated that the ACM focus would shift from workforce members to rating supervisors. "In the future," he forecasted, "ACMs will expend 70 percent of their effort with supervisors and senior leaders and about 10 percent with individual workforce members." Dellarocco reminded the audience that although workforce members are responsible for their own careers, supervisors must actively guide them and help them to achieve their individual professional development goals.

Workshops

On the second day, attendees split into groups to attend one of three Transformation Community Workshops. Summaries of these workshops are provided below.

Concept and Design of the Future AL&T Capability. Kollhoff and ASC 51A Proponency Officer MAJ Andrea Williams led this workshop, which discussed the personnel functions that are performed by ASC Fort Belvoir, the Human Resource's Command's Acquisition Management Branch (HRC's AMB) and ASC Combined Arms Support Command at Fort Lee, VA, under an ASC ALT Force Development Division. Another discussion topic was whether the quarterly Acquisition Career Program Board Working Group was needed and, if so, how to ensure that it effectively orchestrates civilian proponency developments. Proponency personnel require training to effectively support the military and civilian acquisition workforce. Kollhoff noted that ASC and HRC are out of synch and recommended that several formalized processes be implemented.

FA51 Leader Development Initiatives: Conversion of Army Acquisition Basic Course (AABC) into the FA51 Basic Qualification (Q) Course and the FA51 Intermediate Q Course. ASC 51R, 51S and 51T Proponency Officer MAJ Aaron Brown led this workshop, which outlined the FA51 Leader Development Plan for preparing acquisition captains and majors to execute their duties and responsibilities. The plan comprises two major components:

- Entry-level training to prepare newly accessed acquisition officers for assignment to any acquisition position.
- Training for field grade acquisition officers to prepare them for acquisition leadership positions.



ASC Support Contractor Carl Sublett led several enlightening discussions on change leadership, change management and bridging leadership.

Brown announced that a decision brief had been presented to, and approved by, Yakovac to expand the 9-week AABC into the 13-week FA51 Basic Q Course for entry-level training, and to institute a new 4-week FA51 Intermediate Q Course for officers to attend in conjunction with intermediate level education (ILE). The FA51 Basic Q Course is focused on certification training, while the FA51 Intermediate Q Course is focused on leadership development and instituting best business processes. The two courses will be established and operating by early FY06.

Brown noted that the Army is changing the way it handles officer career development. The next rewrite of *DA Pamphlet (PAM) 600-3, Commissioned*



USACE Deputy Director of Military Programs Dwight A. Beranek discusses the facilities engineering career field and the newly specified certification requirements.

Officer Development and Career Management, will require certification in multiple areas of concentration (AOCs) for acquisition officers in Year Groups 99 and later to compete for promotion and command. "We want to provide acquisition officers with multiple skills and to build diversity of experience," Brown stated. The FA51 Basic Q Course will provide equivalency for Defense Acquisition University (DAU) courses to support Level II certification in multiple AOCs, and will also cover Army doctrine and lessons learned. The Basic Q Course is a demanding, condensed training course that cuts the time required to take the equivalent courses individually at DAU by almost half.

Referring to his discussion of ILE concepts with the MILDEP, Brown said, "The MILDEP believes that our ILE concepts have been too certification focused and should be more leadership focused." The Intermediate Q Course will be offered at the University of Texas-Austin's Institute for Advanced Technology, collocated with the War College Fellowship.

The optimal time for officers to attend the FA51 Basic Q Course is en route to their first acquisition assignment (generally before year 9), and the Intermediate Q course in conjunction with the Army's Core ILE between years 9-12. However, the exact attendance period may vary depending on

when the officer is accessed into the AAC. Supervisors must understand that just like AABC, sending an officer to the Basic Q Course requires a change-of-rater Officer Evaluation Report, which may impact the rater's profile.

Supervisor Outreach Program. ASC Southern/Western Region Director Maxine Maples outlined two initiatives: #13 ACM Supervisor Outreach program and #46 Civilian Leader Development program. Initiative #13 revitalizes the supervisor's role in the AL&T Workforce. As a result, ACMs' focus will shift from individual counseling to supervisory counseling and training. To implement this new approach, acquisition leaders must provide the necessary career management tools, develop training packets and establish accountability by adding to current inadequate performance standards.

Initiative #46 establishes a sequential leadership development plan, provides leadership training opportunities at every level on the civilian career path and uses the National Security Personnel System's flexibility to recruit and retain leaders. Numerous leadership development studies are being reviewed, such as the Civilian Education System, DAU sensing session and the Senior Army Workforce (SAW). Maples discussed the similarities between the two initiatives and queried attendees about combining the two.

The afternoon sessions included two Community Information Workshops, which are summarized below.

Career Management Tools: Career Acquisition Personnel & Position Management Information System (CAPPNIS) Update and Future Initiatives. ASC Acquisition Project Specialist Randall L. Williams, ASC

Northeast/Central Division ACM Bob Sivalelli and ASC Acquisition Data Management Specialist Wen Lin led this workshop. Discussion topics included upcoming automation changes to the Individual Development Plan (IDP), Acquisition Career Record Brief (ACRB), Army Tuition Assistance Plan (ATAP) and "how-to" instructional movies. Williams noted that the IDP form needs updating and asked for suggested changes to its current format. He added that ASC/AMB is looking at ways to automatically post continuous learning points (CLPs) for DAU Training, developing a program where IDP/ACRB/CLP can be accessed in common desktop windows and designing a calendar program where supervisors can easily check an employee's CLPs, certification and training.



COL Dellarocco presents BG Ed Harrington (U.S. Army, Retired) (left) with an ASC plaque in recognition of his leading the "Change Leadership Ground Truth Session." Harrington remarked that what the AL&T Workforce does directly benefits Soldiers on the battlefield.

Sivalelli commented on ACRB changes that will empower employees to manage certain sections, which will minimize maintenance for regional ACMs. The streamlined ATAP application is now available online. To apply using this automated process, go to <http://asc.army.mil/programs/atap/announcement.cfm>. Additionally, the Acquisition Education Training and Experience and CP-14/-17 application processes will be automated in the Army Acquisition Professional Development System. A demonstration of video-streaming capabilities was presented and favorably received by conference attendees.

Workforce of the Future: DAWIA II Reform and Career Management Policy Updates. ASC Acquisition Propensity Specialist Trish Hopson led this workshop that discussed changes to the *Defense Acquisition Workforce Improvement Act (DAWIA) II* as a result of the *National Defense Appropriations Acts of FY04 and FY05*. Key changes included the establishment of a single Defense Acquisition Corps, decoupling of grade from Critical Acquisition Positions (CAPs) and eliminating the GS-13 minimum grade for AAC membership. CAPs were decoupled from GS-14 and replaced by senior key leadership positions (KLPs). Criteria for CAPs and KLPs are being worked, including a review of how non-AL&T Workforce members qualify.



AMRDEC Quality Assurance Specialist Glenda McLaurin informed conference attendees that the CP-15 new and improved ACTEDS will provide a career road map for personal growth and professional development for Army acquisition careerists.

The *Refined Packard* definitions have been rescinded and certification requirements have changed. AAC membership now requires Level II certification in 24 months. If this is not achieved, a waiver is required to stay in the position. Although mobility is encouraged, it is no longer required for AAC membership. Revisions to *AR 70-1, Army Acquisition Policy*; *DA PAM 70-1, Acquisition Procedures (replaces DA PAM 70-3, Acquisition Procedures)*; and *Career Management Handbook* should be completed by FY05's end. Furthermore, the Corps Eligible program is being canceled and those who qualify will be automatically accessed into the AAC.

The remaining afternoon sessions included a series of invitation-only Change Leadership Team sessions followed in the evening by an invitation-only Acquisition Career Management Advocate (ACMA) dinner.

Career Program Update: FCRs

The final day began with a panel of Functional Chief Representatives (FCRs) providing updates on their career programs. Deputy ASA for Integrated Logistics Wimpy Pybus (CP-17 Life Cycle Logistics) highlighted challenges facing today's logisticians. He noted that they are finding it harder to get professional development opportunities because of their workloads. U.S. Army Research, Development and Engineering Command Deputy Commanding General Dr. Robin Keesee (Systems Planning, Research, Development and Engineering) stated that we need to bring diversity into science and technology teams and discussed how to effect recruiting to accomplish this goal.

U.S. Army Corps of Engineers (USACE) Deputy Director of Military Programs Dwight A. Beranek stated that Facilities Engineering is a new career field and no one has been assimilated yet. He added that specific certification requirements are being developed and that identified courses include FE 201 and FE 301. Army Deputy Director for Test and Evaluation (T&E) Policy Larry Leiby provided an overview of the T&E Functional Integrated Product Team (FIPT) Working Group that will conduct a bottom-to-top review of the complete DAU T&E curriculum. Based upon the T&E FIPT's direction, DAU will reengineer its curriculum to better meet the needs of T&E engineers.

Deputy Director of Human Capital Management, Army Chief Information

Office/G-6, Anna Vitkauskas (Information Technology (IT)) discussed human capital and the need to be passionate about one's work. She said that IT careerists make IT happen. She added that IT enables a process to begin and then takes it to another level by becoming a multiplier.

ASC CP-14 Acting Division Chief Mitchell Colston (Contracting) discussed new contracting programs including the FAST TRACK student hire program and the Intern Program, which has been extended from 24 to 36 months. He also noted that CP-14 would hold its first professional intern workshop in May. Colston mentioned available educational opportunities funded by CP-14 such as the Commercial Business Program, Advanced Strategy Program and The Contracting Officer as a Business Manager.

U.S. Army Aviation and Missile Research, Development and Engineering Center (AMRDEC) Quality Assurance Specialist Glenda McLaurin (Production, Quality and Manufacturing) stated that the CP-15 new and improved Army Civilian Training Education and Development System (ACTEDS) provides a road map by which personnel can ensure personal growth and success throughout their Army careers. She added that CP-15 places great importance on its ACTEDS plan because it aids in



ASC Southern/Western Region Director Maxine Maples-Kilgore is presented a MILDEP coin by LTG Yakovac for leading initiatives #13 ACM Supervisor Outreach Program and #46 Civilian Leader Development Program discussions during the 2005 AAWC.



ASC CP-14 Acting Division Chief Mitchell Colston discusses the new contracting FAST TRACK student hire and Intern programs and the new education and professional development opportunities available through CP-14.

financial management of training funds. She noted that CP-15 subject matter experts are SAW Focus Group members and are active in the SAW initiative concept.

During a working lunch, Yakovac explained that the Army must focus on the uncertainty of where and when the next threat will come from and how we will cope with it. "The Army must grow its future leaders to be able to handle the new challenges and complexities," he remarked. "With the emphasis on multifunctionality, the leaders we grow must be decathletes. Leaders who will one day go to war in, say, Iraq, must be capable of winning that war and, the next day, begin nation-building operations. To do this effectively, we must change the way we think about officer development and training," Yakovac continued. "The same is true across the entire AL&T Workforce," Yakovac reiterated. "As a community, the acquisition force that supports warfighters must mirror what their challenges are because we now have the same challenges. We must be able to handle uncertainty and have a way of adapting to the future." Yakovac said that acquisition today is a team sport because we are dealing with so much complexity.

"Consider a complex system such as a tank," he explained. "Today we are asking that piece of equipment, and its future replacement, to be much more

integrated across the battlespace. For example, the inherent survivability of a tank is no longer what we are after, we are after system-of-systems survivability, including providing across the battlespace those Future Force characteristics such as survivability, responsiveness, lethality, deployability and sustainability," Yakovac remarked.

"In the past," he continued, "we gave warfighters pieces of equipment and told them to figure out how to make them work together. We didn't necessarily design them to be compatible. Today, we must integrate into the thought process that we are giving our Soldiers a 'capability set' across the battlespace not piece parts. It's a whole new mindset and new way to budget, to do cost analysis and to think about logistics support and sustainment," Yakovac stated.



COL Dellarocco presents Marge Hadbavny, Program Executive Office Simulation, Training and Instrumentation, with an ASC Certificate of Appreciation for her tremendous support and assistance in planning and orchestrating the 2005 AAWC.

"None of us are islands unto ourselves," he explained. "We must be knowledgeable about others' functions. We must be networked — that is key. It is scary to everyone, including Congress. They want to return to yesteryear where they could see a budget line. They want to grasp that concept and get their arms around it. But, they can't do that with the unit of action and networked forces concept," Yakovac continued.

"So this is why we are here — to try to determine how we can provide acquisition expertise in the transition

from all of us being connected to a singular system into more complex systems. How do we transition to provide this capability quickly in theater? We do it through rapid equipping and contingency contracting. We must also partner with our sister services and leverage those relationships to learn from each others' acquisition and operational experiences. And we must go out and talk to people about why we must transform the Army and its acquisition corps. We must think about how to do things better together and think differently about what we do to support our combatant commanders and their Soldiers," he concluded.

Outbriefs

Following the working lunch, transformation community and change leadership team workshop outbriefs were provided. A summary of recommendations is provided on ASC's Web site at http://asc.army.mil/events/conferences/2005/acm_conference/briefings.cfm.

Dellarocco presented certificates, command coins and plaques to the myriad people who worked so diligently to make the conference a success. In summary, he noted that a lot of information was exchanged and problems resolved. "We are building a bridge to the future and, the next time we meet, there will be many more parts of the bridge built. We will no longer be walking under the lights of uncertainty," he concluded.

CYNTHIA D. HERMES is the Executive Editor of *Army AL&T* Magazine. She has more than 25 years of government service with the U.S. Army and U.S. Navy. She is currently pursuing a business management degree.